



# County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA  
Chief Executive Officer

April 4, 2013

To: Supervisor Mark Ridley-Thomas, Chairman  
Supervisor Gloria Molina  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

A handwritten signature in black ink, appearing to read "W. T. Fujioka", is written over the printed name and title.

Board of Supervisors  
GLORIA MOLINA  
First District

MARK RIDLEY-THOMAS  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

## STATUS REPORT ON COUNTY COUNSEL MANAGEMENT AND OPERATIONS ASSESSMENT

On November 28, 2012, this Office executed a Delegated Authority Agreement with HBR Consulting, LLC (HBR) as a result of a competitive solicitation, to perform a management and operations assessment of the Office of the County Counsel (Study). The following is a status report of the Study's activities to date.

### Tasks Completed

A wide range of background information regarding County Counsel's operations was provided to HBR, including budget and organizational documents, previous client survey results, training programs, policies/procedures/guidelines, technologies deployed, and others.

HBR conducted over 70 in-person and telephone interviews with County Counsel attorneys, retired executives, and staff members. An on-line survey of County Counsel attorneys was also conducted with a 72 percent response rate. In addition, HBR completed over 60 interview sessions with Board offices, Children's Special Investigation Unit, County Equity Oversight Panel, department heads, and other department executives. The preliminary results of the interview findings have been shared with County Counsel executives, as well as the Study's Advisory Panel members consisting of department heads of Health Services, Public Works, Probation, Alternate Public Defender and a commissioner with the Citizens' Economy and Efficiency Commission.

*"To Enrich Lives Through Effective And Caring Service"*

**Please Conserve Paper – This Document and Copies are Two-Sided  
Intra-County Correspondence Sent Electronically Only**

## **Current and Pending Activities**

HBR is proceeding with the benchmarking and best practice interviews with other local and large government entities. In parallel, they are conducting additional interviews with judges and outside counsel that have interacted with County Counsel. Upon completion of these activities, HBR will perform various analyses based on their expertise and in-house tools, provide proposals for an ideal organizational and service delivery model for the County Counsel, identify variances between such proposed model and the current organization, create specific and concrete recommendations to transition County Counsel to such model, and issue the final report in accordance with the Statement of Work, addressing the following areas:

- Office Mission and Scope
- Client Relationship, Communication and Collaboration
- Organizational Structure and Operations
- Leadership and Management Ability
- Compliance, Risk Management and Governance
- Utilization of Contract (Outside) Counsel and Experts
- Fee Structure
- Technology Utilization and Maximization
- Opportunities for Improved Recruitment of Future County Counsel
- Change Management

## **Project Schedule**

HBR is scheduled to be in Los Angeles from April 17 through April 19, conducting working sessions with the project team, Advisory Panel, and County Counsel executives to review the proposed organizational model, gap analyses, preliminary recommendations, and an outline of the final report. HBR will be in Los Angeles again on May 1 and May 2, to review with the County its draft final report, specific recommendations, and transition plans.

If you would like an in-person status briefing from the consultants during the periods mentioned above, or have any questions regarding the Study, please contact Frank Cheng of my Office at (213) 893-7938 or [fcheng@ceo.lacounty.gov](mailto:fcheng@ceo.lacounty.gov).

WTF:BC  
FC:ib

c: Executive Office, Board of Supervisors  
County Counsel